

The Influence Of Organizational Culture And Job Satisfaction On Employee Retention At Pt Makassar Raya Motor Palopo

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Abstract

The purpose of this research is to determine the influence of organizational culture and job satisfaction on employee retention at PT Makassar Raya Motor Palopo Branch. This research uses a descriptive quantitative approach with a research population of 40 people, sampling using a saturated sampling technique and data collection using questionnaires. The data analysis techniques used are validity test, reliability test, multiple linear regression, t test and f test. This method was tested using a computer system in the form of SPSS. The results of this research show that organizational culture has no and no significant effect on employee retention, job satisfaction has a significant and significant effect on employee retention, and organizational culture and job satisfaction have a simultaneous (together) and significant effect on employee retention. Theoretically, this research also provides an understanding that to increase employee retention by also improving the existing organizational culture, the higher employee job satisfaction, the employee retention level will also increase, the higher the organizational culture and job satisfaction, the higher the employee's ability to remain in the company.

Keywords : Organizational Culture; Job Satisfaction; Employee Retention.

1. Introduction

Hadji Kalla Trading Company or what is known as the Kalla Group, was founded in 1952 by a husband and wife couple, namely Hadji Kalla and Hajjah Athirah (Ramadhani, 2020). One of the Kalla Group's businesses which operates in the automotive industry is PT Makassar Raya Motor. Which was established with deed number 09 dated April 28 1986 by Notary Hasan Zaini, S.H. Located on Jl. Dr. Ratulangi Wisma Kalla Makassar. PT Makassar Raya Motor then has the right to manage and establish its activities as a general trading company, based on the validity of the company's deed of establishment, namely in the automotive industry sector in the sale of vehicles, spare parts and maintenance of Daihatsu brand cars, which is part of PT Astra Internasional, Tbk Daihatsu . In its development, PT Makassar Raya Motor has opened several branches such as; Bau-bau, Bone, Bulukumba, Kendari, Kolaka, Palopo, Pare-pare, and Palu. Meanwhile, PT Makassar Raya Motor Palopo Branch has been operating in Palopo since 1992 (Mayasari, Haedar and Bachri, 2022).

Organizational culture is closely related to the procedures and practices implemented by a company, both formally and informally. This certainly shows that organizational culture is a reflection of the function or goals the company wants to achieve (Dwiyanti, 2020). As a company, PT Makassar Raya Motor Palopo Branch really needs quality human resources, this aims to ensure the achievement of the company's vision, mission and goals. Therefore, as a company we must continue to develop innovation, creativity and strong motivation so that employee performance will increase. Therefore, this needs to be supported by commitment from the company and the organizational culture of the company itself. Because,

organizational commitment will influence employee performance in carrying out organizational achievements and foster employee desire and awareness, thereby creating loyalty and maximum work productivity to achieve a goal, both for the company and individual (Haedar and Bachri, 2020). When an organizational culture runs well, it will greatly influence employee performance in an even better direction, so that increasing performance will also be followed by increased achievement of results in the organization (Nurhasanah, Jufrizen and Tupti, 2022). In reality, organizational culture is often not conveyed well to all employees, resulting in a weak organizational culture and employees feeling that there is no attachment between employees and their workplace. The organizational culture in a company, whether good or bad, will influence recruitment operations and employee retention levels in a company (Yelvita, 2022).

Apart from the organizational culture implemented at PT Makassar Raya Motor Palopo Branch, job satisfaction is also no less important because when employees feel satisfaction in their work, employees will work as optimally as possible. Individuals who feel satisfied with their work will have a very strong attachment to the company and have a much lower desire to leave the company (Wandara and Wibawa, 2020). In some cases, leaders and companies focus more on making profits than ethical rules and the welfare of their employees, thereby increasing employee dissatisfaction (Ramlawatiet al., 2023). As a company, PT Makassar Raya Motor Palopo Branch strives to create job satisfaction for its employees. Job satisfaction is achieved by providing a fixed/periodic salary every month, which is usually based on the value of the work or position, education and length of service, the higher the salary that will be received. However, adjusted to the company's conditions, at PT Makassar Raya Motor Palopo Branch, the target set by the center is 3 car sales every month, the size of the bonus that will be obtained is adjusted again to the price of the cars sold. The higher the selling price of the car, the higher the incentives or bonuses you will get (Jumiati, Mustakim and Sahrin, 2018).

Employee retention means retaining potential workers who meet the qualifications of a company. If the company can carry out its duties well in retaining its employees, the work carried out by the employees will be maximized. Employee retention can also help reduce waste in terms of energy, time and costs incurred by companies to recruit or accept and train new employees. Preventing the departure of employees who have knowledge and expertise within a company is the goal of employee retention (Alit Wirayudha and Ayu Dewi Adnyani, 2020).

Table 1 Data Turnover Rate

Year	Number of Beginning of Year	End of Year Amount	Get out	Enter	Labour Turnover %
2020	35	38	2	5	5%
2021	38	39	3	4	8%
2022	39	40	4	5	10%
Total			9	14	23%

Information :

$$\frac{\text{Number of Employees Leaving}}{(\text{Year Beginning Amount} + \text{Year End Amount}) : 2} \times 100$$

Table 1 shows that over the last 3 years the levelturnover PT Makassar Raya Motor Palopo Branch experiences an increase every year. According to the data above it can be seen that the leveltrunover The highest will occur in 2022, namely 10%, where 4 employees will leave the company. If levelturnovercontinues to increase, it will be a problem for the company, namely the company will experience waste, one of which is selection or recruitment costs, as well as the possibility of an increaseturnover from year to year. Based on the background described above, the objectives of this research are as follows: To determine the influence of organizational culture on employee retention at PT Makassar Raya Palopo Branch. To determine the effect of job satisfaction on employee retention at PT Makassar Raya Motor Palopo Branch. To determine the influence of organizational culture and job satisfaction on employee retention at PT Makassar Raya Motor Palopo Branch.

Organizational Culture

According to Stephen P. Robbins and Timothy A. judge, organizational culture is a shared perception held by the members of the organization itself or a shared systematic that is valued by the organization (Adawiyah, Muis and Razak, 2020).Organizational culture can also be understood based on its existence within a company, in this case it is understood as a group of people who want to achieve predetermined goals by interacting individually or in groups. There are two distinguishing dimensions, namely internal and external dimensions and stability and flexibility dimensions. Internal and external dimensions indicate the extent to which an organization focuses on internal factors such as employee satisfaction and external factors such as the ability to perform well in a competitive environment. Meanwhile, the dimensions of stability and flexibility refer to the extent to which the organization can observe consistent behavioral patterns or allow employees to show their initiative (Nurmiatiet *al.*, 2022). According to Mas'ud, organizational culture indicators are as follows: 1) Openness; 2) Cooperation; 3) Feeling secure with work; 4) Feeling appreciated; 5) Support and attention (Reiningsih Reke, Kasim Moenardy and Andrryani, 2023).

Job Satisfaction

According to Wibowo, job satisfaction is the level of a person's feelings of pleasure as a positive assessment of their work and work environment (Suryani Harahap and Khair, 2017). Meanwhile, according to Danang, job satisfaction is a person's characteristics, which cause different levels of satisfaction according to the system or values that apply to him. This is due to the differences that each individual has. The more aspects of a job that suit a person's wishes, the higher the level of satisfaction that will be felt and vice versa (Tanjung *et al.*, 2019). Employees who get job satisfaction in a company will have a higher commitment to the company. Usually, when an employee reaches the expected level of job satisfaction, his level of commitment to remaining loyal to the company will also increase (Bagus and Satrya, 2019). Job satisfaction is one of the important factors that must exist in a company to create a healthy work atmosphere. Without job satisfaction, employees will not work according to

what is expected so that the company's targeted goals will not be achieved optimally (Pasaribu and Arfusau, 2023). Increasing job satisfaction is a sign that the company has been able to manage the company's employees or human resources as well as possible. Employees with a high level of job satisfaction will be able to work as well as possible without any burden or pressure (Dadan Suhendar, 2021). Indicators of job satisfaction according to Luthans are as follows: 1) The job itself; 2) Salary that is considered fair; 3) Coworkers; 4) Career opportunities; 5) Working conditions (Prastya and Nur Fu'ad, 2022).

Employee Retention

According to Ragupathi, employee retention is a technique used by management to help employees remain in the organization for a longer period of time (Suindra Aditya Pradipta and Made Suwandana, 2019). Employee retention is a process by which a company is able to retain potential employees to remain loyal to the company for a longer period of time (Darmika and Sriathi, 2019). Employee retention is a strategy to retain talented employees, limited to what the organization does to encourage a higher level of contribution from talented employees (Octarini, Sihite and Supriyadi, 2021). Employee retention also requires companies to improve the physical, attitude or mental condition of their employees so that they continue to provide the best contribution and remain loyal to the company even in the midst of very high workload pressures so that they can achieve the company's stated goals. A business strategy that has been prepared as well as possible by the company will be able to help reduce employee turnover and minimize costs arising from selection or recruitment activities (Rahmawati, 2019). For companies, retaining competent people is very important because retaining employees is better than looking for new employees (Suindra Aditya Pradipta and Made Suwandana, 2019). According to Mathis and Jackson, employee retention indicators are as follows: 1) Organizational components; 2) Career opportunities; 3) Awards; 4) Job design; 5) Employee relations (Ishak and Pratama, 2021).

Several previous studies have tried to examine how organizational culture influences employee retention. Research conducted by (Octarini, Sihite and Supriyadi, 2021), (Reiningsih Reke, Kasim Moenardy and Andrryani, 2023), (Dennis Yulian, Pardiman and Milaningtyas, 2020), and (Lutfiansyah, 2021) states that there is a positive influence and significant relationship between organizational culture and employee retention. However, research (Farid and Luvia, 2022) found an inconsistency that organizational culture had no effect and was not significant on employee retention.

Previous research from (Suindra Aditya Pradipta and Made Suwandana, 2019), (Safira Nurmalityari, 2021), (Dadan Suhendar, 2021), (Prastya and Nur Fu'ad, 2022), and (Ishak and Pratama, 2021) states that there are positive and significant influence between job satisfaction on employee retention. However, research (Millena and Mon, 2022) found inconsistencies where job satisfaction had negative results on employee retention.

In this research, the types of variables are divided into dependent variables and independent variables. The relationship between the variables that will be analyzed is Organizational Culture (X1) and Job Satisfaction (X2) on Employee Retention (Y) as independent variables on the dependent variable. The design of the relationships between research variables is shown in the conceptual framework image below:

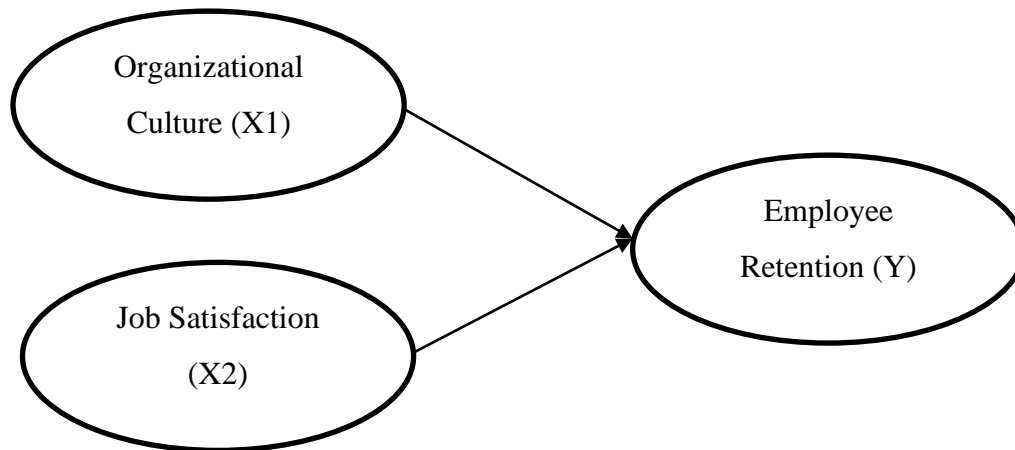


Figure 1 Conceptual Framework

Hypothesis

A hypothesis is a temporary answer whose truth is to be proven through research. This research tests the following hypothesis:

H₁ : It is suspected that organizational culture has a significant and influential effect on employee retention.

H₂ : It is suspected that job satisfaction has a significant and influential effect on employee retention.

H₃ : It is suspected that organizational culture and job satisfaction have a simultaneous (together) and significant effect on employee retention.

2. Methodology

This research used a descriptive quantitative approach with a research population of 40 people, where sampling was carried out randomly *Non Probability Sampling* with a saturated sampling technique, namely where all members of the population are used as samples and used as respondents in the research. The reason for using a saturated sampling technique is because the population is relatively small, namely less than 100 people. The data sources in this research include primary data and secondary data. The research instrument used for data collection was through a questionnaire. The operationalization of the variables in this research consists of 15 indicators, with a measurement scale using a Likert scale. The research variables used are the independent variables (independent) X1 and X2, namely organizational culture and job satisfaction with the dependent variable (dependent) Y, namely employee retention.

The research location is at PT Makassar Raya Motor Palopo Branch with an office address at Jl. Andi Kambo No. 113, Surutanga, East Wara, Palopo City, South Sulawesi, 91911. The reason behind researchers conducting research at PT Makassar Raya Motor Palopo Branch is that there is access that makes it easier for researchers to obtain the information needed in this research. The research time was approximately 3 months.

The data analysis techniques used are validity test, reliability test, coefficient of determination test, multiple linear regression, t test and f test used in this research to determine the influence of organizational culture and job satisfaction on employee retention at

PT Makassar Raya Motor Palopo Branch. This method was tested using a computer system in the form of SPSS. The influence of the independent variable on the dependent variable is tested with a confidence level of 95% or $\alpha = 5\%$. The regression model used is as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information :

Y = Employee Retention

X₁ = Organizational Culture

X₂ = Job Satisfaction

α = Constant

β_1 = Organizational Culture Regression Coefficient

β_2 = Job Satisfaction Regression Coefficient

e = Standard Error

3. Result and Discussion

Validity Test

Table 2 Validity Test Results

Variable	Indicator	r count	r table	Significant	A	Information
Organizational Culture (X1)	X1.1	0,707	0,312	0,000	0,05	Valid
	X1.2	0,677	0,312	0,000	0,05	
	X1.3	0,884	0,312	0,000	0,05	
	X1.4	0,824	0,312	0,000	0,05	
	X1.5	0,766	0,312	0,000	0,05	
Job Satisfaction (X2)	X2.1	0,736	0,312	0,000	0,05	Valid
	X2.2	0,806	0,312	0,000	0,05	
	X2.3	0,680	0,312	0,000	0,05	
	X2.4	0,846	0,312	0,000	0,05	
	X2.5	0,795	0,312	0,000	0,05	
Employee Retention (Y)	Y.1	0,777	0,312	0,000	0,05	Valid
	Y.2	0,787	0,312	0,000	0,05	
	Y.3	0,749	0,312	0,000	0,05	
	Y.4	0,768	0,312	0,000	0,05	
	Y.5	0,796	0,312	0,000	0,05	

An instrument is said to be valid if $r \text{ count} > r \text{ table}$ at a significance level of 0.05 and if $r \text{ count} < r \text{ table}$ then the instrument is considered invalid. According to the data above, the results of the validity test for all statement indicators obtained a calculated r value $> r \text{ table}$ which shows that all indicators in the organizational culture, job satisfaction and employee retention variables have a correlation coefficient value greater than 0.312. This shows that based on the results of the validity test above, the statement item is declared valid.

Reliability Test

Table 3 Reliability Test Results

Variable	Cronbach's Alpha	Standard	Information
Organizational Culture	0,799	0,60	Reliable
Job Satisfaction	0,800	0,60	Reliable
Employee Retention	0,799	0,60	Reliable

Reliability testing is an analysis used to measure a questionnaire which is an indicator of a variable. An instrument is declared reliable if the value *cronbach's alpha* > 0.60 and is said to be unreliable when the value *cronbach's alpha* < 0.60. The reliability test results above show that all variables are declared reliable because of their value *cronbach's alpha* of each variable > 0.60. Due to all values *cronbach's alpha* more than 0.60 This can be said that all instruments in the research were declared reliable.

Multiple Linear Regression Analysis

Table 4 Multiple Linear Regression Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.015	1.297		1.554	.129
1 Total_X1	.069	.071	.072	.976	.335
Total_X2	.853	.071	.892	12.091	.000

a. Dependent Variable: Total_Y

Based on the results above, the following equation can be formulated:

$$Y = 2.015 + 0.069X_1 + 0.853X_2$$

The regression equation has the following equation:

a. Constant (α)

The constant value (α) is 2.015, meaning that if the variables of organizational culture and job satisfaction are equal to zero (do not change), then this number shows an employee retention rate of 2.015.

b. Organizational Culture Regression Coefficient (β_1)

The organizational culture regression coefficient value is 0.069, meaning that if the organizational culture variable increases by one point (unit), employee retention will increase by 0.069. A positive coefficient means that there is a positive relationship between organizational culture and employee retention.

c. Job Satisfaction Regression Coefficient (β_2)

The job satisfaction regression coefficient value is 0.853, meaning that if the job satisfaction variable increases by one point (unit), employee retention will increase by 0.853. A positive coefficient means that there is a positive relationship between job satisfaction and employee retention.

Partial Test (T Test)

Table 5 T Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.015	1.297		1.554	.129
1 Total_X1	.069	.071	.072	.976	.335
Total_X2	.853	.071	.892	12.091	.000

a. Dependent Variable: Total_Y

This test is used to see the significance of the influence between the respective independent variables on the dependent variable. It is declared significant if the significant value is < 0.05 and is said to have an effect if the t count is $> t$ table, conversely it is declared not significant if the significant value is > 0.05 and is said to have no effect if the t count is $< t$ table. Based on the t test table above, it can be concluded as follows:

- The first hypothesis, where the organizational culture variable (X1) is not significant and has no effect on employee retention (Y), based on the t test, the results show a significant value of $0.335 > 0.05$ and $t = 0.976 < t$ table 2.02619, thus the hypothesis is rejected.
- The second hypothesis, where the job satisfaction variable (X2) is significant and has an effect on employee retention (Y), based on the t test, the results show a significant value of $0.000 < 0.05$ and $t = 12.091 > 2.02619$, thus the hypothesis is accepted.

Simultaneous Test (F Test)

Table 6 F Test Results
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	143.038	2	71.519	143.335	.000 ^b
1 Residual	18.462	37	.499		
Total	161.500	39			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X2, Total_X1

The f test is used to find out the influence between the independent variables together on the dependent variable. It is declared significant when the significant value is < 0.05 and it is said to be influential simultaneously (together) when f count $> f$ table, on the other hand it is declared not significant when the significant value is > 0.05 and it is said not to be influential together when f count $< f$ table. Based on the f test table above where the significant value is $0.000 < 0.05$ and f count = $143.335 > f$ table = 3.24, so it can be concluded that there is a simultaneous (together) and significant influence between organizational culture (X1) and job satisfaction (X2) against employee retention (Y). Thus the hypothesis is accepted.

4. Conclusion

Based on the results of the analysis discussed above, the following conclusions can be drawn, organizational culture has no and no significant effect on employee retention (Hypothesis 1 is rejected), thus it can be said that to increase employee retention at PT Makassar Raya Motor Palopo Branch by also increasing organizational culture that exists in the company. Job satisfaction has a positive and significant effect on employee retention (Hypothesis 2 is accepted), thus it can be said that the higher the level of employee job satisfaction at PT Makassar Raya Motor Palopo Branch, the employee retention level will also increase. Organizational culture and job satisfaction have a simultaneous (together) and significant effect on employee retention (Hypothesis 3 is accepted), this shows that by improving organizational culture and job satisfaction, employees will be able to remain in the company for a longer period of time. long.

In line with the conclusions that have been made, here are several suggestions, among others, it is hoped that all employees understand the organizational culture at PT Makassar Raya Motor Palopo Branch so as to create a sense of belonging to the organization. Considering that job satisfaction also has a positive influence on employee retention, leaders should pay attention to the welfare of their employees, this can be in the form of allowances or promotions for employees who excel. Suggestions for future researchers who want to continue and develop this research by adding other variables that can influence employee retention.

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